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February 20, 2003

The Honorable Joan Cadden, Chair  
Subcommittee on Public Safety and Administration  
Lowe House Office Building  
Room 211  
Annapolis, Maryland 21401-1991

Re: Response to Analyst--MFR Efficiency and Sustainability

Dear Delegate Cadden:

Noting the success of the agency with regard to its *Managing For Results* objectives, the analyst has asked the Inmate Grievance Office (the "Office", hereafter) to be prepared to discuss the steps taken to achieve efficiency and its plan to sustain the progress.

The Office will continue to focus its energy and attention on conducting the preliminary review of new grievances. This will enable the Office to either *administratively dismiss cases without a hearing*, or to *schedule the required hearings* as promptly as practicable. We will do so by optimizing the time and attention of the Executive Director and the one remaining designee authorized to conduct preliminary reviews of new grievances. In this regard, it will continue to be crucial to share and discuss with the designee relevant changes in prison policies and the impact of judicial decisions on the correctional system.

In addition, recognizing that there are certain limitations as to time and availability, the Office will continue to schedule multiple hearing sessions for different locations on the same date when such dockets can be accommodated.

The Office will continue to seek and receive the cooperation of the administrations of the Division of Correction and Patuxent Institution in an effort to avoid unnecessary postponements.

Last, but not least, as the Executive Director I will continue to motivate and encourage staff in ways that will ensure efficiency and productivity in the workplace.

It should be understood that factors affecting the "input", and which are not controlled by the agency, may influence the ultimate success of the strategy discussed above. Fewer grievances being filed, for example, would be expected to have a positive impact; while a greater number of grievances requiring hearings would be expected to have a negative impact.

Thank you for the opportunity to share these strategies with you. I will be happy to attempt to answer any additional questions you may have.

Respectfully submitted,

Marvin N. Robbins  
Executive Director

cc: Mary Ann Saar, Secretary DPSCS  
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